



**SUPPORT
IFAD'S
REPLENISHMENT.
SUPPORT
RURAL PEOPLE.**



IFAD's Transformational Institutional Change enhancing proximity and adaptability

9 October 2020

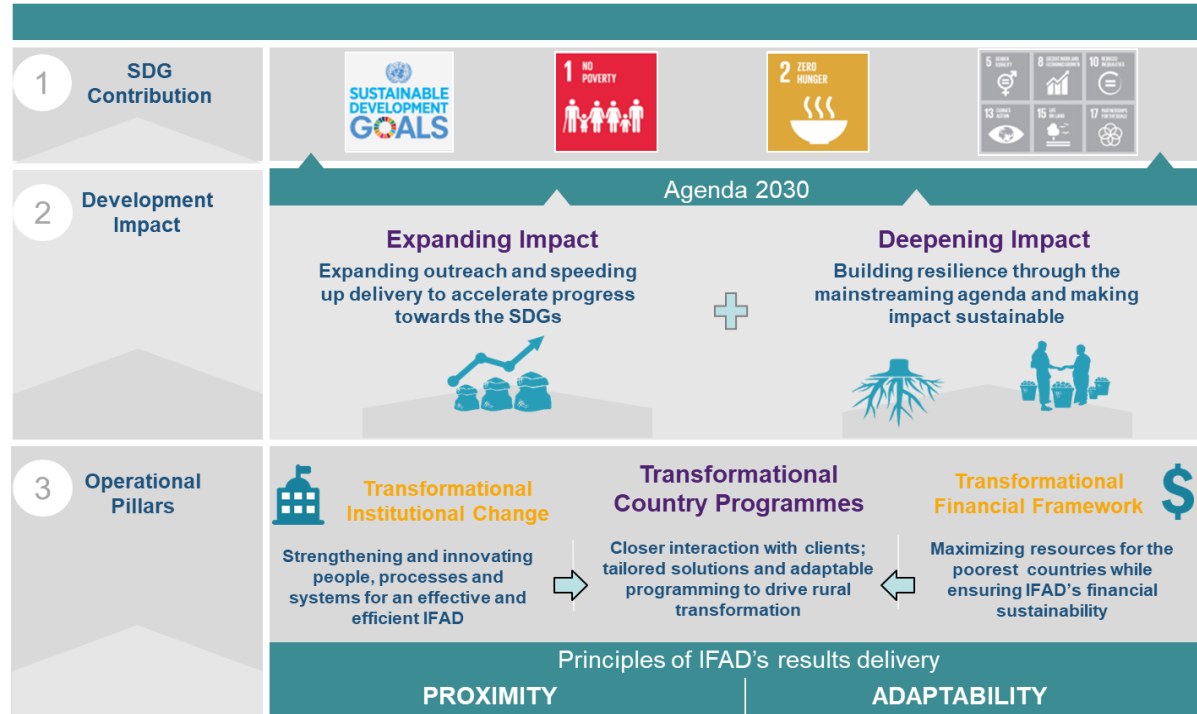
Why change is necessary

Ensuring IFAD's continued relevance and sustainability

- IFAD needs to expand and deepen its impact towards Agenda 2030, ensuring no one is left behind;
- IFAD needs to work with new partners, including private sector;
- IFAD needs to mobilize more resources, including borrowing;
- Emergence of the COVID-19 pandemic requires efforts for:
 - increasing investments in developing countries;
 - adapting existing operations;
 - enabling our staff to operate.

IFAD12 Theory of Change

How it all fits in



- **Enhanced institutional capacity** required for transformational country programmes and **builds on recent reforms**;
- **Proximity and adaptability** are 2 key principles

Focus of the transformational institutional change

Overall picture



Increasing Decentralization



People, Processes, Technology
Plan (PPTP)



Improving Efficiency



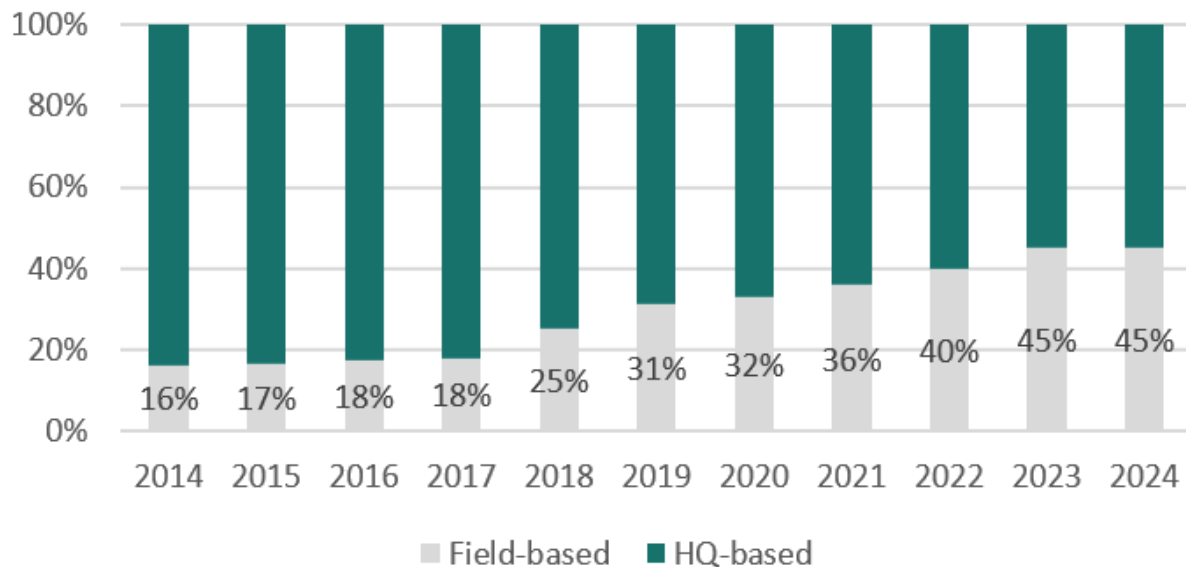
Sexual Harassment, Sexual
Exploitation and Abuse (SH/SEA)



Focus of the transformational institutional change

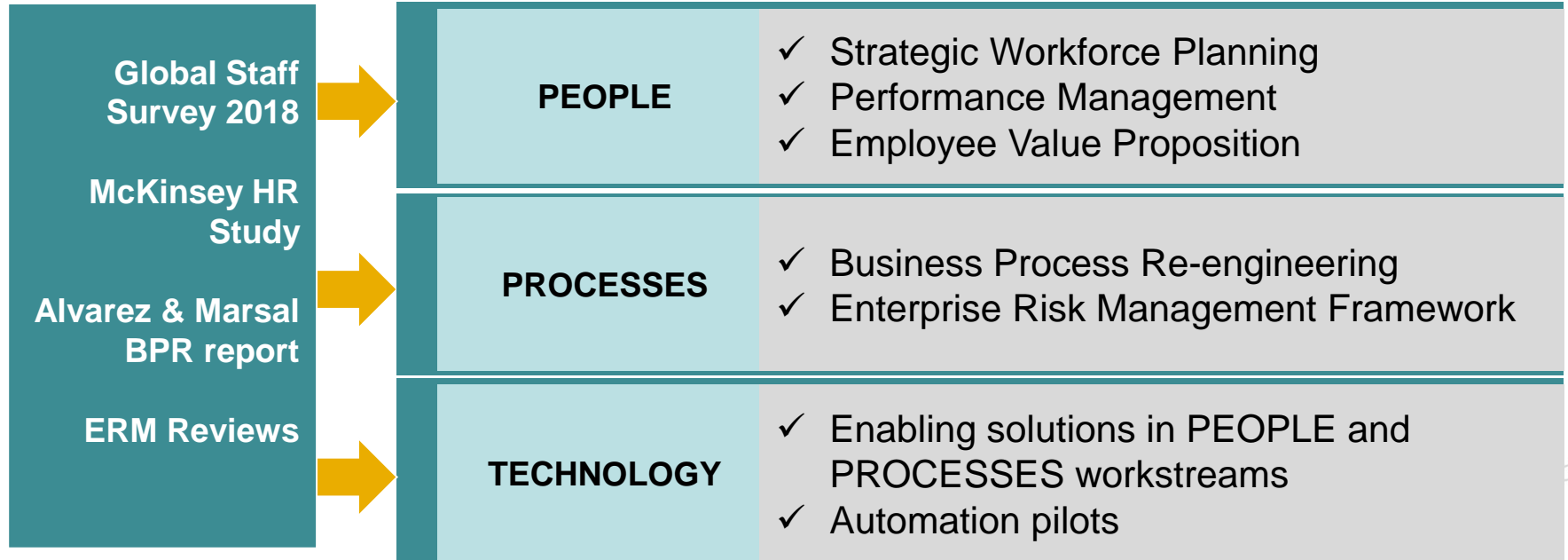
Increasing Decentralization

IFAD staff: Field-based vs HQ-based
(2021-2024 projected)



Focus of the transformational institutional change

People, Processes and Technology Plan



Focus of the transformational institutional change

People, Processes and Technology Plan

- Approved in April 2020 (see EB 2020/129/R.3/Rev.2);
- 3 years plan (2020-2023), with investments in the three workstreams worth US\$14.675 million (of which US\$11.855 million is one-time Targeted Capacity Investment);
- Underpinned by a strong focus on change management, and with Key Performance Indicators to monitor and report on progress;
- Regular communication with staff and reporting to Senior Management and the Executive Board;
- Despite the challenges presented by the COVID-19 pandemic, implementation is broadly on track in terms of activities, timeframe, budget and KPIs.



Focus of the transformational institutional change

Improving Efficiency

- IFAD11 is on track to become the first replenishment period in IFAD's recent history with a planned PoLG delivered entirely under zero-real-growth budget principles;
- Budget restraint, combined with growth of the Fund's portfolio, enabled IFAD to improve the ratio of the total active portfolio to the organization's administrative costs over the past three years;
- During IFAD12, Management will focus on **optimizing institutional efficiency** and **investing in value-adding capacity improvements**.

Focus of the transformational institutional change

Sexual Harassment, Sexual Exploitation and Abuse

- IFAD's Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse approved in 2018;
- IFAD commitment to work with all partners to promote IFAD's zero-tolerance policy at all levels;
- Management informs the Executive Board at each of its sessions on SH/SEA allegations received and has joined the United Nations Secretary-General SEA reports and Clear Check Screening Database;
- During IFAD12, we will continue to develop biennial IFAD action plans to prevent and respond to credible SH/SEA and provide regular implementation updates to the Executive Board.



Thank you!

